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ICS-77-1787  
23 February 1977

MEMORANDUM FOR: DCID 1/2 Ad Hoc Group

FROM:

[REDACTED]  
Chairman, DCID 1/2 Ad Hoc Group

SUBJECT: Draft DCID on the Intelligence Community  
Planning System

1. You will recall that [REDACTED] briefed the Ad Hoc Group on a proposed restructuring of the National Intelligence Community Planning System and discussed it in some detail with almost all senior Community officials. It is now proposed that the standing description of the Planning System outlined in the D/DCI/IC Memorandum (NFIB-D-22.1/51), circulated to NFIB on 25 August 1976, be replaced with a new basic DCID which establishes an Intelligence Community Planning System and a DCI Community Planning Committee.

2. Attached for your review is a draft of a proposed DCID No. 1/12 which would establish the Planning System and the related DCI Community Planning Committee. A separate paper which describes the Planning System as it is currently envisioned is also forwarded. Such a standing system description should prove helpful to explain how the system components relate to each other and to serve as guidance in developing appropriate planning documents.

3. We will schedule a discussion of the draft DCID and the system description at an early meeting.

Attachments  
As stated

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DIRECTOR OF CENTRAL INTELLIGENCE DIRECTIVE NO. 1/12

THE INTELLIGENCE COMMUNITY PLANNING SYSTEM

(Effective 1977)

Pursuant to Section 102 of the National Security Act of 1947 and National Security Council Intelligence Directives there is hereby established an Intelligence Community Planning System and a Director of Central Intelligence Community Planning Committee which will be a standing Director of Central Intelligence Committee.

1. Planning System

a. The Intelligence Community Planning System shall include a series of annually produced documents promulgated by the Director of Central Intelligence as planning guidance to the organizations of the Intelligence Community. These documents shall include substantive and resource management guidance both for operations and for planning and programming within the constituent programs of the Intelligence Community.

b. The Deputy to the Director of Central Intelligence for the Intelligence Community shall be responsible for the development and maintenance of the Planning System for the Director.

c. The Planning System shall be composed of three elements, each relating to a particular time period.

(1) Current element:

(a) Current planning documents will address the upcoming fiscal year. They will be promulgated annually by the Director of Central Intelligence in the July-September period and apply to the fiscal year beginning 1 October.

(b) Substantive components of the current element of the Planning System will be as approved by the Director of Central Intelligence on

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the basis of mutually agreed recommendations submitted by the Deputy to the Director for the Intelligence Community and the Deputy to the Director for National Intelligence.

(c) In its inception, the current element of the system will include documents which are a follow-on to the 1976-1977 issuances of the "DCI Goals and Objectives," the Key Intelligence Questions, and statements of requirements and priorities developed from the attachment to DCID 1/2.

(2) Mid-range element:

(a) Mid-range planning guidance will be published annually in the September/November period and will address the program year and the four following years.

(b) It is intended that this element will support the annual preparation of the "DCI Program Resource Guidance" and provide direct guidance to program managers in their development of their submissions to the National Foreign Intelligence Program budget.

(c) The mid-range planning document(s) will succeed the previously issued "DCI Perspectives for Intelligence Planning and Programming."

(3) Long-range element:

The long-range planning document will be published annually prior to the mid-range planning document. It will

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address the period beyond the program period to 20 years in the future.

## 2. DCI Community Planning Committee

### a. Mission

Mission of the DCI Community Planning Committee shall be to facilitate the development and improvement of the Director of Central Intelligence planning system and to participate as appropriate in the preparation of the planning documents involved therein.

### b. Functions

Functions of the committee are to:

(1) Review and make recommendations to the Director of Central Intelligence concerning the content and nature of the Intelligence Community Planning System and the utility of the documents included in the System.

(2) *Request the D/DCI/NI to* Provide such substantive inputs to planning documents as are requested by the Deputy to the Director of Central Intelligence for the Intelligence Community. *concluded*

(3) Participate in the drafting of planning documents when so requested by the Deputy to the Director of Central Intelligence for the Intelligence Community. *(by the D/DCI/NI)*

(4) Serve as the Community mechanism by which coordination and comments from component organizations of the Community are obtained on planning documents during the drafting process. *non-substantive*

### c. Community relationships

Upon request of the committee chairman, Intelligence Community organizations shall furnish to the committee within established security safeguards particular information or materials needed by the committee and pertinent to its functions.

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3 oversee scheduling  
4 Community coordinate  
of proposed changes  
in priorities  
5 have a series  
of ad hoc  
working groups  
chaired by NIOS  
to deal with  
matters of substance

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d. Composition, organization and rules of procedure

The composition, organization and rules of procedure of the DCI Community Planning Committee are those stated in DCID 1/3.

Director of Central Intelligence

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## THE INTELLIGENCE COMMUNITY

### PLANNING SYSTEM<sup>1</sup>

(Effective )

#### 1. INTRODUCTION

The Intelligence Community Planning System set forth herein and depicted in the attachment hereto is promulgated by the Director of Central Intelligence (DCI) in accordance with DCID No. 1/12. This planning system provides the primary framework for the development and provision of intelligence planning guidance for the Intelligence Community. It constitutes one of the primary mechanisms whereby the DCI exercises his responsibility for the coordination and direction of Community intelligence activities. The system is designed to provide both substantive and resource management guidance for operations as well as for planning and programming. It will support the more specific program and resource guidance issued by the NSC Policy Review Committee. It is also designed to be of value in measuring performance and identifying areas for improvement.

#### 2. RESPONSIBILITY

The Deputy to the DCI for the Intelligence Community is responsible for the development and maintenance of the

<sup>1</sup> Supercedes Intelligence Community Staff Memorandum dated 25 August 1976, Same Subject

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Intelligence Community Planning System. Substantive components of the current element of the planning system will be prepared in collaboration with the Deputy to the DCI for National Intelligence. The DCI Community Planning Committee will assist, as appropriate, in the development and improvement of the system and in the preparation of planning documents.

### 3. THE PLANNING SYSTEM

To improve the order and coherence of the intelligence planning process, the major elements of the National Intelligence Community Planning System relate to three major time periods:

a. Current element--

Next fiscal year.

b. Mid-range element--

Program year and the four following years.

c. Long-range element--

Beyond the program period to 20 years in the future.

### 4. THE CURRENT ELEMENT

The current planning components are published annually in the July-September period for the next fiscal year beginning on 1 October. Collectively the components provide broad guidance for operations and planning in all functional



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areas during the one-year period covered. They are:

a. Current Outlook--

This component is developed and published by the Intelligence Community (IC) Staff in cooperation with the National Intelligence Officers (NIO's). *published by the IC staff* It will focus on an explanation of the changes in the international or operational environment which have made particular user needs worthy of singling out intelligence requirements for special attention. The outlook forms the basis for the identification of priority requirements for regional and topical areas and the background from which Key Intelligence Questions are selected.

b. Requirements Categories and Associated Priorities--

(1) This component provides a framework for designation of current operational requirements and priorities. (The same framework is also used for projecting changes to priorities in the mid-range.) Its principle purpose is to reflect the relative importance of topical information on a geographic basis to provide operational guidance for intelligence collection, production and support activities.

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(2) The requirements categories and associated priorities set forth are under continuing review and may be revised at any time at the request, and with the appropriate participation, of members of the Intelligence Community through procedures specified elsewhere. All other prioritization of national intelligence requirements will be related to those contained in this document (except those involved in reaction to crises).

(3) This component, published as an attachment to DCID No. 1/2, will receive comprehensive review at least annually. The priorities information will be placed on the Community On-Line Intelligence System (COINS) computer network to simplify updating and to facilitate utilization by the Community.

c. Priority and Special Requirements--

*sh*  
(1) Under the direction of the Deputy to the DCI for National Intelligence, lists of priority requirements for regional and topical areas will be prepared reflecting the demands for intelligence outlined in the Current Outlook component. Emphasis will be on recognizing changed circumstances which make a

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statement of refined needs especially useful to intelligence program managers. These lists also provide identification of priorities for the requirements within the overall framework of requirements categories and associated priorities described in paragraph 4b above.

(2) As circumstances dictate, other special requirements will be published as determined by the DCI.

d. Key Intelligence Questions--

(1) From the Current Outlook and the several lists of priority requirements for regional and topical areas prepared under the direction of the Deputy to the DCI for National Intelligence before each fiscal year starts, a highly selective number of requirements will be identified for special operational attention during the upcoming year.

(2) With Community participation, production and collection strategies will be developed for functional emphasis by the <sup>National Intelligence Officers</sup> members of the <sup>the</sup> National Foreign Intelligence Board (NFIB).

e. Goals and Objectives--

(1) This component is published annually with the advice of NFIB at the beginning of each fiscal year to identify the broad

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goals and specific objectives of the DCI and the Intelligence Community as a whole. Goals are stated with respect to each major Community responsibility of the DCI and one or more objectives is identified for each goal.

#### 5. THE MID-RANGE ELEMENT

This component, published annually in the fall, constitutes the DCI's Mid-Range Planning Guidance. It supports the annual preparation of the DCI Program Resource Guidance and also serves as direct guidance to all Community managers.

The component has three major parts:

##### a. Perspectives for Planning and Programming--

This is a consideration of the changing world environment, with attention given to U.S. foreign and national security policy.

##### b. Intelligence Strategy as it Applies to the Mid-Range Period--

Application of broad intelligence strategy for supporting U.S. policy over the mid-range is described. Emphasis is on the focus of intelligence effort and the needs for resources.

##### c. Projected Changes in U.S. Priorities in the Mid-Range Period--

In this part, projected environmental changes are expressed in terms of anticipated modifications

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to current requirements categories and associated priorities within the framework of the attachment to DCID No. 1/2.

6. THE LONG-RANGE ELEMENT

a. This element, updated annually, before the Mid-Range planning Guidance document is prepared, is a study which covers the years beyond the program period to 20 years in the future. Drawing on literature from many sources dealing with the long range, the effort focuses on the identification of implications for the intelligence planning process. Attention is given to exploiting progress made in long-range planning efforts within and external to the Government. Major aspects outlined in the current and mid-range elements are treated where resolution permits.

b. The long-range study is designed to be of optimum value to both mid-range planning and programming. Annual study utilization assessments are scheduled to provide guidance for updating the long-range study each year and for the purpose of identifying special studies needed to assist in resolving selected major programming issues.

7. PREPARATION AND DISSEMINATION OF PLANNING DOCUMENTS

*Chairman of*  
The Deputy to the DCI ~~(for the~~ Intelligence Community *Planning Committee* will publish schedules for the preparation and dissemination of the planning system components described above. The DCI Intelligence Community Planning Committee will assist in the preparation of documents, as appropriate. Each issuance and

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update will be referred to the NFIB for review and advice  
prior to approval by the DCI.

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INTELLIGENCE COMMUNITY PLANNING SYSTEM

CURRENT ELEMENT

(One Fiscal Year)

- Current Outlook
- Requirements Categories and Associated Priorities
- Priority Requirements for Regional and Topical Areas
- Key Intelligence Questions
- Goals and Objectives

MID-RANGE  
ELEMENT

(Program Year and  
Four Following  
Years)

- DCI Mid-Range Planning Guidance
  - Perspectives for Planning and Programming
  - Intelligence Strategy
  - Projected changes in Priorities

LONG-RANGE  
ELEMENT

(Beyond the Program  
Period to 20 Years  
in the Future)

- Long-Range Study
  - Global Review
  - Intelligence Implications

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